

The Influence of Organizational Justice on Organizational Commitment and Job Satisfaction - An Applied Study of Ain Shams University Hospitals

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This study aims to explore the impact of Organizational Justice (namely, distributive justice, procedural justice, interactional justice) on Organizational Commitment (namely, affective commitment, normative commitment, continuance commitment) and Job Satisfaction in Ain Shams University Hospitals. To test the degree of impact, the researchers undertook The Multiple Regression Analysis. This study's results show that Organizational Justice has a positive and significant effect on Organizational Commitment, and that Organizational Justice has an immediate and significant effect on Job Satisfaction.

Keywords: *Organizational Justice; Organizational Commitment; Job Satisfaction*

Introduction

The health organizations' achievement of their goals depends on the extent of their employees' commitment to the requirements of their jobs. This is achieved through their relationship with the organization in which they work and is based on their awareness of the dimensions of the support they receive from it. This is because such support is the employees' perceptions about the organization's interest in their well-being and level that helps them when their work is accurate and effective. Such support is addition to the organization providing suitable working conditions for their employees (Boateng and Hsieh 2019) (Barusman, Mihdar et al. 2014). It assists, also, their attitudes towards creative work and innovation. In this respect, the theory of organizational support assumes the existence of a reciprocal and partnership relationship between the organization and its employees whereby the employees' beliefs interact and are affected by the extent to which the organization appreciates their contributions and the extent of care for their well-being. The organizational support, which workers perceive from their organizations, is enhanced, also, by the organization's application of Organizational Justice since there is a strong correlation between Organizational Justice and Job Satisfaction (Zainalipour, Fini et al. 2010).

Organizational Commitment reflects the extent of the development of a positive relationship between the employee and the organization whereby the employees' activity and efficiency employees in providing services relates to the level of Organizational Commitment to its employees based on its social role and its mission (Zainalipour, Fini et al. 2010) (Barusman, Mihdar et al. 2014).

Organizational Justice is one of the most important variables that have a significant impact on the employees' commitment (Boateng and Hsieh 2019) (Barusman, Mihdar et al. 2014). It is one of the basic components of the organization's social and psychological structure and its absence exposes the organization to greater risks (Khan, Nawaz et al. 2016). Organizational Justice leads typically to employees' negative behaviors such as not obeying their superiors' instructions, under-production, being late for work and not treating colleagues and subordinates with respect (Cropanzano and Mitchell 2005), as well as retaliatory behaviors directed towards society through manipulation. Also, such employees tend to cheat in the products and services that they provide. This is incompatible with the employee work ethics that all organizations seek to abide by and, consequently, this has a negative impact on the organizations' success and their ability to achieve the competitive positions that they aspire to reach (Ybema, van der Meer et al. 2016).

Conceptual Framework

Organizational Justice

Organizational Justice is defined as a set of necessary assumptions shared by the organization's members and that these assumptions are similar to their personalities in that they have orientations and meanings that depend mainly on the organization's work. Often individuals

are influenced by the values and beliefs that exist among the organization's members (Boateng and Hsieh 2019).

Organizational Justice is defined, also, as a system of multiple and common meanings possessed by members of a particular group within an organization, This system distinguishes that organization's application of justice from another organization (Khan, Nawaz et al. 2016).

There are several dimensions associated with the concept of Organizational Justice. These include the dimension related to material aspects such as wages, incentives and rewards; the dimension related to moral aspects such as methods used by the boss in dealing with the subordinates; the dimension related to procedural aspects such as making decisions related to material and moral aspects; and the dimension related to evaluative aspects of the level of performance (Baloglu, Erdem et al. 2010), (Barusman, Mihdar et al. 2014) (Totawar and Nambudiri 2014), (Ybema, van der Meer et al. 2016).

Organizational Justice is a concept used primarily to describe perceptions of subjective justice within a business environment. As Adams put forward years ago in his well-known theory of fairness, employees compare their inputs (contributions) and outputs (rewards) with those of the workers involved and use them to infer whether or not they are treated fairly (Cropanzano, Ambrose et al. 2001). For example, when an individual discovers that a co-worker of similar seniority and experience has a higher status than him/herself, they are likely to realize that the situation is unfair. Besides, social exchange theory, which assumes that resources are exchanged via the reimbursement process, is a fertile ground for perceived justice (Cropanzano and Mitchell 2005) in which one party tends to reciprocate the good or bad deeds of the other (Hogan, Lambert et al. 2006). Accordingly, the employees' positive judgment regarding a supervisor or organization may result in a sense of obligation to reciprocate positively (Lambert, Hogan et al. 2007). Therefore, it seems reasonable to expect that seafarers' positive perceptions of justice are likely to translate into desirable responses such as motivation, job satisfaction, and commitment.

Recent advances and perspectives in this field describe the three types of Organizational Justice, namely, procedural, interactive, and distributive (Zainalipour, Fini et al. 2010) (Qureshi, Frank et al. 2017). These are based on fairness theory (Tyler and justice 2003).

By reviewing the theoretical literature and previous studies related to organizational justice, it was found that the three types of Organizational Justice are: distributive justice; procedural justice; and interactional justice.

The concept of distributive justice reflects workers' sense of fairness regarding the outputs that they receive for their efforts at work. These may be in the form of wages, being promoted and incentives. Workers focus not only on the quantity of outputs that they benefit from but, also, they care about the fairness of these outputs (Lambert, Hogan et al. 2010). It refers, also, to the individual's awareness of the fairness of the outputs that he/she receives since, on the one hand, he/she compares his/her efforts and what he/she obtains and, on the other hand, what others

make and what they obtain (Palaiologos, Papazekos et al. 2011). It focuses, also, on the fairness of the outputs received in relation to the work performed (Baloglu, Erdem et al. 2010).

Some treat distributive justice as distributing rewards and resources among the organization's employees (Lambert, Tewksbury et al. 2021). Others treat it as being associated with job satisfaction in respect of the outcomes of their jobs (Clay-Warner, Hegtvedt et al. 2005), (Lambert, Tewksbury et al. 2021).

According to Kim and Chung (2019), distributive justice refers to an individual's perception of the fairness of the output that he/she receives since he/she compares his/her efforts to what he/she receives or between what others make and what he/she receives.

It relates to the policies and procedures used in decision-making itself (Kim and Chung 2019) or to the procedural justice used in making decisions or in defining business output such as performance appraisal procedures, selection and appointment procedures, transfer and promotion procedures etc. (Gillet, Colombat et al. 2013). Namely, distributive justice relates to the fairness of the outcome of the decision while procedural justice relates to the fairness of the decision-making, i.e. the justice of the policies and procedures used in the decision-making process (Niskanen, Lehtelä et al. 2014).

It relates to the personal treatment that workers receive from decision-makers (Ybema, van der Meer et al. 2016). Alternatively, it is the quality of dealing with individuals when implementing the procedures or, in other words, the quality of the treatment, whether human or personal, that the worker receives from the manager in the organization (López-Cabarcos, Machado-Lopes-Sampaio-de Pinho et al. 2015).

Organizational Commitment

Arnold, Spell et al. (2006) define Organizational Commitment as the relative strength of an individual's commitment to the organization. However, according to (Berberoglu 2018), Organizational Commitment is a psychological state that describes the relationship between an employee and the organization in which he/she works, and that it impacts on an individual's decision whether or not to remain in the organization. Colquitt, Scott et al. (2013) describe Organizational Commitment as an attitude or attitude that defines an individual's relationship with his or her organization (Colquitt, Scott et al. 2013). On the other hand, Ambrose, Hess et al. (2007) indicate that Organizational Commitment describes the internal force that drives an individual towards commitment to the appropriate course of action within the organization in order to achieve specific goals (Ambrose, Hess et al. 2007). (López-Cabarcos, Machado-Lopes-Sampaio-de Pinho et al. 2015) consider that Organizational Commitment or subjectivity is the guarantee that an individual will act optimally in all organizational situations in which he/she is faced as well as providing his or her best. As for (Totawar and Nambudiri 2014), they indicate that the employee's commitment makes him/her feel an urgent need to go beyond the normal work requirements by making important personal contributions to the organization in which he/she works. Chinomona, Dhurup et al. (2014) state that Organizational Commitment expresses an individual's strong attachment to his/her organization. This results in an increase

in the degree of cohesion and compatibility between the individual and the organization and, in addition, to his/her feeling of happiness being a member of that organization.

By reviewing the theoretical literature and previous studies related to Organizational Commitment, the findings show that there are three types of Organizational Commitment: namely, affective commitment; normative commitment; and continuous commitment.

Affective commitment refers to an emotional attachment to the organization in which he/she works along with a strong willingness to accept the organization's goals and values as his/her goals and value of personality. In addition, there is either an emotional orientation towards the work group and organization or an individual's emotional relationship with the organization (Berberoglu 2018). According to Hartmann and Bambacas (2000), a number of factors affect the employee's association with the organization in which he/she works and his/her affiliation to it. These include personal characteristics, organizational structures, and work experiences, which include wages, supervision style, clarity of job description, and diversity of skills (Hartmann and Bambacas 2000).

Normative commitment refers to the employees' moral or ethical commitment to continue working for the organization as a result of familial or cultural pressures (Dawley, Stephens et al. 2005). (Meyer, Stanley et al. 2012) and Berberoglu (2018) indicate that normative commitment is due to the following three basic factors:

- The individual's feeling of normative commitment due to his/her obtaining sufficient training, acquiring experience, skills, and social position through his/her work in the organization and wanting to repay the debt to it.
- An individual's sense of normative commitment or moral commitment arising from the socialization process.
- Maintaining the effective performance of the team within the organization.

Also, Parish, Cadwallader et al. (2008) believe that both socialization, which is represented in the beliefs and moral values that individuals have formed previously either through the family or culture, or later through his/her work in the organization. In addition, either the process of exchange or the so-called rule of reciprocity play the primary role in the development of the employees' normative commitment (Parish, Cadwallader et al. 2008).

Continuance commitment refers to the individual's acceptance to continue his/her work in the organization from his/her realization that the costs of his/her decision to leave the work exceed the costs of remaining in his work. Therefore, the individual decides to continue working due to his/her need to do so and, in addition, to develops his/her continuance commitment, and increases self-investment through increasing the effort, time, and energy that he/she spends in performing his/her job (Syed, Saeed et al. 2015). Accordingly, the employee prefers to remain in his/her job due to his/her fear of losing the benefits and advantages obtained from continuing in his/her current job (Hogan, Lambert et al. 2006) (Abdulkadir, Isiaka et al. 2012) (Berberoglu 2018), (Meyer, Stanley et al. 2012).

Job Satisfaction

Job satisfaction is one of the topics that has aroused the interest of managers and researchers in various sciences and human studies because it is linked to the human element which is the basis for production in administrative organizations. If the management pays attention to the worker's satisfaction, he/she will have a feeling of comfort, happiness, belonging and loyalty to the organization in which he/she works. Consequently, his/her motivation for outstanding performance increases and, thus, the organization improve its productivity of, and achieves its set goals (Lambert, Hogan et al. 2007) and (Lambert, Tewksbury et al. 2021).

Blau (1964) defines Job Satisfaction as the employee's feeling of pleasure from his/her realization that his/her job satisfies important values for himself/herself. Given the great importance of Job Satisfaction and its impact on the employee's work, it is necessary to know the factors that lead to either Job Satisfaction or lack of Job Satisfaction (Totawar and Nambudiri 2014). In this regard, Stroh, Northcraft et al. (2001) indicate that the causes of Job Satisfaction can be divided into the following three groups:

- Organization factors including remuneration, opportunities for promotion, nature of work, procedures and policies followed, and working conditions.
- Group factors including superiors and co-workers.
- Personal factors including individual needs, desires, and interests.

The employee's feeling may vary according to these factors. For example, the employee may feel dissatisfied with the wages and, yet for example, be completely satisfied with the opportunities for promotion (Chinomona, Dhurup et al. 2014).

Enskär (2012) defines Job Satisfaction as the level at which employees love their jobs. He adds that Job Satisfaction is an abstract phenomenon resulting from the synchronization of attitudes and behavior. Dimensions of job satisfaction include the six components of the payment system, job type, opportunities for advancement, organizational atmosphere, leadership style, and material conditions (Weiss, Dawis et al. 1967). Job satisfaction is an important factor that leads to improved efficiency, personal satisfaction and job success. A prerequisite for this is recognition of human resources and their attitudes towards their jobs. At least, managers should pay attention to Job Satisfaction (Bhatti, Islam et al. 2015). This is because loyal human resources are satisfied with their jobs and are consistent with organizational goals and values. These are in addition to trying to retain those employees who carry out additional role activities that can be important in terms of organizational effectiveness (Lambert, Hogan et al. 2007) (Palaiologos, Papazekos et al. 2011), (Meyer, Stanley et al. 2012), (Lambert, Tewksbury et al. 2021).

Theoretical Development of This Study's Hypotheses

Relationship of Organizational Justice with Organizational Commitment

Studies' findings on the effect of the relationship between organizational justice and organizational commitment have suggested that, when individuals perceive themselves to be treated fairly or expect fair treatment, they act in an altruistic manner towards the organization (Greenberg 1990).

The studies on the relationship between organizational justice and employee commitment focused largely on distributive and procedural components. Some authors were unable to distinguish between distributive justice and procedural effects on organizational commitment and, more particularly, in respect of affective commitment (López-Cabarcos, Machado-Lopes-Sampaio-de Pinho et al. 2015). However, other empirical studies produced mixed results with some supporting the procedural justice as the strongest predictor of affective commitment (Haque, Chowdhury et al. 2010) while others research have shown distributive justice to be the strongest predictor of affective commitment (Clay-Warner, Hegtvedt et al. 2005). In any case, the researchers found support for procedural justice affecting the development of normative commitment (Jamaludin 2011).

A number of studies' findings have confirmed positive links between Organizational Commitment and Organizational Justice (Cohen and Veled-Hecht 2010), (Colquitt, Scott et al. 2013), (Ohana 2014) and, more specifically, with procedural justice (Chinomona, Dhurup et al. 2014), (Johnson and Delinquency 2015). Also, similar links have been verified between interactional justice and Organizational Commitment (Clay-Warner, Hegtvedt et al. 2005)(Cihangiroğlu 2011), (Oğuz, Uğurluoğlu et al. 2012), (BAĞCI 2013).

Accordingly, the researchers propose the following hypotheses:

- H1: There exists a relationship between Organizational Justice and employees' Affective Commitment as one of Egypt's Ain Shams University Hospitals' Organizational Commitment dimensions.
- H2: There exists a relationship between Organizational Justice and employees' Normative Commitment as one of Egypt's Ain Shams University Hospitals' Organizational Commitment dimensions.
- H3: There exists a relationship between Organizational Justice and employees' Continuance Commitment as one of Egypt's Ain Shams University Hospitals' Organizational Commitment dimensions.

Relationship of Organizational Justice with Job Satisfaction

The importance of Organizational Justice as a powerful organizational event affects not only the Organizational Commitment but, also, employees' attitudes and behaviors. For example, organizations' unfair practices by often lead to a lack of effort and cooperation among workers that, in turn, leads to worker discontent and isolation (Lambert, Hogan et al. 2007), (Whisenant and Smucker 2009), (López-Cabarcos, Machado-Lopes-Sampaio-de Pinho et al. 2015).

Whisenant, Smucker et al.'s (2009) findings show that Organizational Justice affects workers' attitudes and Job Satisfaction (Whisenant and Smucker 2009).

The researchers wished to examine, also, another variable, namely Job Satisfaction, that could affect employees' Organizational Commitment. This is defined as the positive or pleasurable state resulting from an individual's satisfaction with their work-related experiences. Job Satisfaction grows as employees gain more information about their jobs and it leads to a complex and emotional evaluation process that goes beyond mere objective evaluation of working conditions (Lambert, Hogan et al. 2010).

Previous research study findings show that Job Satisfaction has a positive relationship with Organizational Commitment (Rayton 2006).

According to Viswesvaran, Ones et al. (2000), there has been extensive research on the effects of different dimensions of Organizational Justice (procedural, distributive and interactive) on Job Satisfaction and these findings explain the importance of Organizational Justice within an organization (Cohen-Charash, Spector et al. 2001), (Saifi, Shahzad et al. 2017).

Having studied 120 teachers in Bandar Abbas, Zainalipour, Fini et al.'s (2010) findings show that there is a significant and positive relationship between Organizational Justice and Job Satisfaction (Zainalipour, Fini et al. 2010). Correlation analysis of the three elements of Organizational Justice show that distributive justice and interactivity have positive relationships with Job Satisfaction. Moreover, Odika's (2018) findings demonstrate that procedural and interactive judges have a significant relationship with Job Satisfaction. However, there is no relationship between distributive justice and Job Satisfaction. Whilst the findings of several analysts' studies show that there is a relationship between Organizational Justice and Job Satisfaction, the different results may be because Malaysia culture is quite different to Western culture.

Sharafi and Seyedameri's (2019) findings show that for employees of Iranian sports organizations including the Ministry of Sports and Youth there is a positive relationship between Organizational justice and job satisfaction. (Zainalipour, Fini et al. 2010) findings show that there is a positive and statistically significant relationship between distributive justice, procedural perceptions, and Job Satisfaction. (Palaiologos, Papazekos et al. 2011) findings confirm the relationships between the three dimensions of Organizational Justice and Job Satisfaction for coaches. These include overall satisfaction and satisfaction with specific career dimensions such as monitoring, promotion, wages, co-workers and the job itself. To support this statement, the findings of some researchers in the field of sports management show that the full dimensions of Organizational Justice (distributive, procedural, and interactional) can predict key variables such as Job Satisfaction (Lambert, Hogan et al. 2007).

However, other studies' results show that low perception of regulatory policy has positive professional consequences including Job Satisfaction (Saleem and Sciences 2015). In addition, these findings show that the perception of organizational policy has a statistically significant effect on Organizational Justice and that there is a strong relationship between the former and

the latter (Kaya, Aydın et al. 2016). (Gassemzadeh, Ahmadi et al. 2015) findings conclude that the perception of organizational policy has a positive and statistically significant relationship with Job Satisfaction. Gull and Zaidi's (2012) findings show that higher levels of awareness of organizational policy have led to lower levels of job satisfaction among employees and vice versa. From their 2013 study of sports experts in Tehran municipality, Hamidi, Khabiri et al.'s findings show a negative and significant relationship between the perception of organizational policy and the perception of Organizational Justice. In this respect, 28% of changes in the perception of Organizational Justice are expected from an organizational policy perspective. Salem et al.'s (2015) findings show the manifestation of organizational policies in the form of stress and dissatisfaction among employees leading to significant negative effects on Job Satisfaction. (Kaya, Aydın et al. 2016) findings reveal that organizational policies have significant impacts on perceived Organizational Justice. However, Labrague, McEnroe-Petitte et al.'s (2017) findings demonstrate that there is a negative relationship between perceived organizational policies and Job Satisfaction. Accordingly, the researchers propose the following hypothesis:

- H4: There exists a relationship between Organizational Justice and the Job Satisfaction of Egypt's Ain Shams University Hospitals' employees.

Methodology

In terms of purpose, this is an applied research study and in terms of the method of data collection, it is an analytical descriptive study of the type of correlation conducted through field methods. The study population includes all 7,050 employees of Egypt's Ain Shams University Hospitals. Given the breadth of the population, we used Cochran's formula and, consequently, the researchers selected 364 individuals randomly as a sample for the study. As proposed by Allen and John (1990), the researchers used a 12-item questionnaire that included three dimensions, namely, Distributive Justice, Procedural Justice, Interactional Justice). Additionally, as proposed by Niehoff and Moorman (1993), the researchers used a 20-item questionnaire to measure Organizational Commitment. This included the three dimensions of Affective Commitment, Normative Commitment, and Continuance Commitment. However, as suggested by Weiss et al, (1967), the researchers used a 19-item questionnaire to measure Job Satisfaction. Eight business administration professors and managers from the hospitals under study approved the validity of the content of the above-mentioned questionnaires. Furthermore, by applying the Cronbach's Alpha method, the researchers validated the convergent validity of the previous questionnaires and, thereby, proved their reliability. The following Tables show the results obtained from using these indicators.

Table 1. Factor loading and alpha coefficient of variables.

Variables	Factor Loading (Alpha Coefficient)
<i>Organizational Justice</i>	
Distributive Justice	0.974***
Procedural Justice	0.971***
Interactional Justice	0.813***
<i>Organizational Commitment</i>	
Affective Commitment	0.929***
Normative Commitment	0.942***
Continuance Commitment	0.900***
<i>Job Satisfaction</i>	0.979***

Descriptive statistics were used, as well as the correlation coefficient, and the multiple regression method was used to find out the effect of the independent variables on the dependent variable, as shown in the following tables:

Table 2. Descriptive statistics: means, standard deviations, and correlation matrix of study variables.

Variables	M	SD	1	2	3	4	5	6	7
1. Distributive Justice	3.8	1.1							
2. Procedural Justice	3.8	1.1	0.8						
3. Interactional Justice	3.7	1.1	0.9	0.8					
4. Affective Commitment	3.9	1.2	0.6	0.8	0.6				
5. Normative Commitment	3.9	1.4	0.8	0.8	0.8	0.6			
5. Continuance Commitment	3.7	1.3	0.8	0.7	0.8	0.5	0.9		
7. Job Satisfaction	4.0	0.7	0.5	0.6	0.6	0.5	0.5	0.7	
	9	93	90**	31**	56**	52**	14**	30**	

Note. * $p < 0.05$; ** $p < 0.01$.

Table 3. The test of the effects of Organizational Justice on Dimensions of Organizational Commitment and Job Satisfaction

Variables	Affective Commitment	Normative Commitment	Continuance Commitment	Job Satisfaction
	$\beta^{(sig.)}$	$\beta^{(sig.)}$	$\beta^{(sig.)}$	$\beta^{(sig.)}$
Distributive Justice	0.461*	0.720*	0.068	0.062*
Procedural Justice	1.291*	0.395*	0.110*	0.044*
Interactional Justice	0.064	-0.217	0.947*	0.046*
R ²	0.852	0.748	0.768	0.534
F ^(sig.)	1039.957**	645.099**	596.846**	137.335**

Note. * $p < 0.05$; ** $p < 0.01$.

Results and Discussion

The descriptive statistics of the collected data show that, among the total of 364 respondents, there were 114 females and 250 males. In addition, 316 respondents (86.8%) were married while 48 respondents (13.2%) were unmarried. In terms of age, 10 participants (2.7%) were 25 years old or younger, 72 participants (19.8%) were 26-35 years old, 145 participants (39.8%) were 36-45 years old, and 124 respondents (34.1%) are aged 45-55 years or older. Ultimately, 13 respondents (3.6%) were over 55 years of age. As regards education, 97 participants (26.6%) had pre-university degrees, 226 participants (62.1%) had a bachelor's degree, and 41 participants (11.3%) had a master's degree and doctorate. Last but not least in terms of experience, 48 participants (13.2%) had 5 years or less experience, 100 participants (27.5%) had 6-10 years' experience, 80 participants (22%) had 11-15 years of experience, 83 respondents (22.8%) had 16-20 years of experience, 53 respondents (14.6%) had more than 25 years of experience.

As illustrated in Table 3, the researchers performed the regression model four times according to each dimension of Organizational Commitment and Job Satisfaction. The first regression model determines the effect of each Organizational Justice dimension on the affective commitment. The fitted model accords to a test value ($F=1039.957$, $p < 0.001$) and, as represented by R^2 , the model's explanatory power is 85.2%. The results of this regression model indicate that Distributive Justice and Procedural Justice have a significant and positive effect on Affective Commitment. The regression model results indicate, also, that Interactional Justice has no effect on Affective Commitment.

A second regression model, which tests the effect of Organizational Justice dimensions on Normative Commitment, is, also, significant ($F=645.099$, $p < 0.001$). It shows that Distributive Justice and Procedural Justice are the important factors influencing Normative Commitment and that, as represented by R^2 , the model's explanatory power is 74.8%. This model's results

indicate that Distributive Justice and Procedural Justice have a significant and positive effect on normative commitment. The regression model results indicate, also, that Interactional Justice has no effect on Normative Commitment.

A third regression model, which tests the effect of Organizational Justice dimensions on Continuance Commitment is, also, significant ($F=596.846$, $p<0.001$). The results show that Procedural Justice and Interactional Justice are the important factors affecting Continuance Commitment and that, as represented by R^2 , the model's explanatory power is 76.8%. This model's results indicate that Procedural Justice and Interactional Justice have a significant and positive effect on Continuance Commitment. The regression model results indicate, also, that Distributive Justice has no effect on Continuance Commitment.

A fourth regression model, which tests the effect of Organizational Justice dimensions on Job Satisfaction is, also, significant ($F=137.35$, $p<0.001$). It shows that Distributive Justice, Procedural Justice and Interactional Justice are the important factors affecting Job Satisfaction and that, as represented by R^2 , the explanatory power of the model is 53.4%. This model's results indicate that Distributive Justice, Procedural Justice and Interactional Justice have a significant and positive effect on Job Satisfaction.

This study's results show that high levels of Organizational Justice in Egypt's Ain Shams University Hospitals lead to the availability of Organizational Commitment dimensions as well as Job Satisfaction. It appears that in organizations with high levels of Organizational Justice, workers are more motivated to achieve Organizational Commitment. Therefore, from this study's findings, the researchers conclude that Distributive Justice and Procedural Justice have a significant and positive effect on Affective Commitment. This study's findings are consistent with (Lambert, Hogan et al. 2007) results.

This study's findings show, also, that Distributive Justice and Procedural Justice are the important factors affecting Normative Commitment. This study's findings are consistent with (Johnson and Delinquency 2015) results.

This study's findings show, also, that Procedural Justice and Interactional Justice are the important factors affecting Continuance Commitment. This study's findings are consistent with Clay-Warner, Hegtvedt et al.'s (2005) results.

This study's findings show, also, that Distributive Justice, Procedural Justice and Interactional Justice are the important factors that affect Job Satisfaction. This study's findings are consistent with the (Gillet, Colombat et al. 2013) and (Lambert, Tewksbury et al. 2021) results.

Conclusion and Implications

The Organizational Justice dimensions of Distributive Justice and Procedural Justice have a significant and positive effect on Affective Commitment at the 1% significance level where the coefficient of determination is 85.2%. This shows that about 85.2% of the change in Affective Commitment is due to Distributive Justice and Procedural Justice. It means, also, that about 14.8% of Affective Commitment is due to factors other than Organizational Justice which are not covered by the regression model. From this study's findings, the researchers conclude, also, that the dimension of Interactional Justice does not affect Affective Commitment. The researcher believes that this is because Organizational Justice increases the employee's positive feelings about the organization. These findings are consistent with (López-Cabarcos, Machado-Lopes-Sampaio-de Pinho et al. 2015) results. So there exists a relationship between Organizational Justice and employees' Affective Commitment as one of Egypt's Ain Shams University Hospitals' Organizational Commitment dimensions.

The Organizational Justice dimensions of Distributive Justice and Procedural Justice have a significant and positive effect on Normative Commitment at the 1% level of significance level where the coefficient of determination is 74.8%. This shows that about 74.8% of the change in Normative Commitment is due to Distributive Justice and Procedural Justice. It means, also, that about 25.2% of the Normative Commitment is due to factors other than Organizational Justice which are not covered by the regression model. This study's findings show, also, that the Interactional Justice dimension does not affect Normative Commitment. The researcher believes that this is because Organizational Justice increases the employee's positive feelings about the organization. These findings are consistent with the (López-Cabarcos, Machado-Lopes-Sampaio-de Pinho et al. 2015) results. So there exists a relationship between Organizational Justice and employees' Normative Commitment as one of Egypt's Ain Shams University Hospitals' Organizational Commitment dimensions.

The Organizational Justice dimensions of Procedural Justice and Interactional Justice have a significant and positive effect on Continuance Commitment at the 1% level of significance where the coefficient of determination is 74.8%. This shows that about 74.8% of the change in Continuance Commitment is due to Procedural Justice and Interactional Justice. It means, also, that that about 25.2% of the Continuance Commitment is due to factors other than Organizational Justice not covered by the regression model. This study's findings show, also, that the Continuance Commitment dimension does not affect Continuance Commitment. The researcher believes that this is because Organizational Justice increases the employee's positive feelings about the organization. These findings are consistent with (Johnson and Delinquency 2015) results. So there exists a relationship between Organizational Justice and employees' Continuance Commitment as one of Egypt's Ain Shams University Hospitals' Organizational Commitment dimensions.

The Organizational Justice dimensions of Distributive Justice, Procedural Justice and Interactional Justice have significant and positive effects on Job Satisfaction at the 1% level of significance where the coefficient of determination is 53.4%. This shows that about 53.4 of the



change in Continuance Commitment is due to Distributive Justice, Procedural Justice and Interactional Justice. It means, also, that about 46.6% of Job Satisfaction is due to factors other than Organizational Justice which are not covered by the regression model. The researcher believes that this is because Organizational Justice increases the employee's positive feelings towards the organization. These findings are consistent with (Lambert, Hogan et al. 2007), (Lambert, Hogan et al. 2010) and (Palaiologos, Papazekos et al. 2011). So there exists a relationship between Organizational Justice and the Job Satisfaction of Egypt's Ain Shams University Hospitals' employees.

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